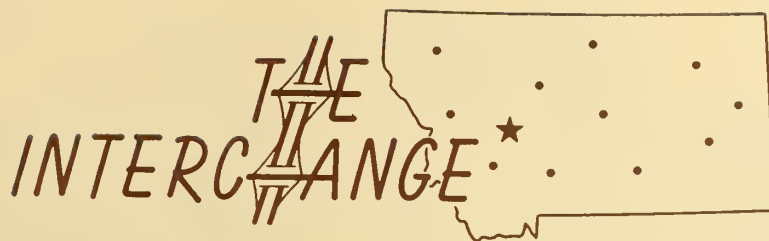


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## DEPARTMENT OF HIGHWAYS EMPLOYEE'S NEWSLETTER

MARCH 1982

### STAFFING DECISIONS SCHEDULED

Two of the most significant decisions affecting the Department of Highways this year have already been announced.

The Governor has approved the reorganization of the Department into 5 districts, the consolidation of the Maintenance and Equipment Divisions into one division, and the creation of the Program Development Division. The new organization chart became effective March 31, 1982 and the details are discussed elsewhere in the *Interchange*.

The other decision is to lay off approximately 130 permanent full-time positions by the end of this construction season.

Both decisions create a lot of uncertainty because the Department does not yet know everyone that will be affected.

While I cannot eliminate that uncertainty immediately, I can bring you up to date and give you a clearer picture of where we are going—information that has already been passed on to the divisions I've visited in the past couple of weeks.

First, let me say something about when people affected by the changes will be informed. Over fifty of the 130 effected by the layoffs—largely in Helena—have already been informed. The other 80 people to be laid off, largely in the field, were scheduled to be informed as soon as the construction season for 1982 was completed and specific decisions made.

However, almost all employees have expressed a desire to know as soon as possible whether or not they will be laid off, even if it is 4 or 5 months ahead of the completion of work.

Therefore, we will try to move the decision-making up to get individual decisions on layoffs and reorganization out by July. That is not a precise date but an approximate one which has to be preceded by a couple of key steps:

1. Hiring of district engineers to give field input into decisions on what functions will be transferred to the field.
2. Making the decisions on functions and district office staffing.

Second, the impact of both layoffs and reorganization will be larger in the engineering program than anywhere else. Although the Department has attempted several times to obtain new funding for construction and has kept the construction program from being reduced even further by committing money saved and excess matching funds to additional projects, the level of engineering work had to be reduced to the level of funding we believe we will be operating with for the next couple of years. The level of staffing and positions needed to carry out the workload was arrived at after recommendations received from the field offices were reviewed by Helena.

Third, under the new organization, the Maintenance function will remain in the current divisions offices, which will remain open.

Fourth, employees affected by layoffs or reorganization changes will be free to apply for posted positions in any geographical area.

Fifth, employees who are laid off will be given a preference for temporary jobs or other vacancies that they are qualified for that may result from retirement, termination, etc.

These two changes directly affecting staffing are all the changes I expect through the

first half of 1983. No additional review of staffing or program levels will be conducted until then and the new organization of the department should be well in place by the end of the year.

These are not easy changes either to make or accept if affected by them. But the information is being passed on as openly and as quickly as it becomes available. If you have any questions, ask your supervisor. If he doesn't know the answer, have him get in touch with his supervisor. There won't always be the answers that you need or want, but there will always be an answer that gives you the status of the decision making.

While we are moving to end the uncertainty, however, the department has a job to do. The other changes we are putting in place need to work if we are going to convince the public of the need for more highway dollars. If they don't work, we will see a continually decreasing program and the associated results. If they do work I believe the changes we are making and the need for a sound highway system will generate the support that has not been there for the last few years.

If we are successful, this time next year should be a time of optimism for the highway program in Montana and we need to keep our eyes and work focused on that possibility.

### SURVEY RESULTS

A survey to assess the value to employees of the *Interchange* was included in the last issue. We received 107 responses from about 1,800 copies distributed, or a return of 6%. This compares very favorably with a recent survey printed in the Helena *Independent Record* which returned 171 responses from a circulation of 13,000.

The figures do not add up to the total response because every employee did not answer each question. One hundred respondents want to receive future issues, while five did not. Ninety-six employees find the content

of the articles about right, while four think they are too technical and five think they are too general.

The newsletter is published bi-monthly. Twenty-five employees support this publishing schedule, 21 prefer quarterly publication and 50 would like to see monthly issues. We cannot afford to publish more often than bi-monthly.

Most responses characterized the articles as timely and informative. Several people mentioned that they preferred the *Interchange* format to that of the old *Centerline*. However, there were a few that feel the *Interchange* is no

substitute for the *Centerline*. Others think "the publication is very good—but might like more personal news." It is important to note that this newsletter is printed at government expense. The *Interchange* is not intended to be personal news of employees, it is meant to let employees know about changes that are occurring in the Department; about new programs and developments; and about Legislative and Federal actions that will affect MDOH. We will attempt to include a bit of humor or some lighter material when space permits, but articles describing current developments will continue to be given preference.

## Implementation of Reorganization

Late in February, Governor Schwinden approved the Department of Highways' Reorganization Proposal. This proposal will consolidate the current eleven field divisions into five districts. Each of the five districts will be administered by a district engineer who will supervise all Department functions in the Division.

The Reorganization Proposal also will change the organization of the Helena office, by creating a new Program Development division and by consolidating the existing Equipment and Maintenance Divisions.

The Reorganization Proposal will also seek to delegate more management authority to the field. This particular element of the Reorganization Proposal has been the most difficult to explain and the most misunderstood.

As is currently the case, the Director of the Department will have authority to develop highway policy and supervise the operation of the Department. With the current organization, the Director delegates the authority both to make policy and supervise operations to the Administrators of the Divisions (Engineering, Maintenance, etc.) Under the new organization, policy and supervision will be split.

The administrators of the headquarter's divisions will serve as staff to the Director in setting and evaluating statewide policies. The Helena administrators will be involved in policy in the broadest sense. They will recommend to the Director how much funding and resources should be given for each function in each district. Helena administrators will also formulate and recommend all policies and operating procedures to be adopted by the Director. In addition to recommending policy, the Helena administrators will evaluate field operations and report to the Director on how well existing policies are being carried out.

The district engineers will not formulate policy, although they will certainly have the opportunity to comment on proposed policies and tell the Director which policies need to be revised or changed.

The district engineer will be responsible for managing all Department activities within his districts within statewide policies. The policies will guide decisions on the annual budget, work program and construction program.

The district engineer will hire, fire and supervise all employees within his district, using Department personnel policies. The district engineer will be responsible for accomplishing the objectives listed in his work program and managing his approved budget. The district engineer will represent the Department in relations with local officials and the public in his geographic area. The district engineer will recommend construction projects to be considered for future state construction programs.

## Letting Plans . . . March and April

Project Location	Month	Interstate Projects	Miles
Springdale-Big Timber	Mar	I-90, (W Section) surfacing, structure pavement test sections	03.2
NW of Dillon	Apr	I-15, seal and cover	10.5
Livingston-W & E*	Apr	I-90, seal & cover	15.1
Miles City #	Apr	I-94, seal & cover, eastbound lane and seal & cover on two interchange ramps	08.8
Miles City #		I-94, seal & cover, westbound lane	01.6
Terry #		I-94, seal & cover, 7 mi west to the Terry Interchange	11.1
			07.4
<b>Primary Projects</b>			
Livingston-East	Mar	US-89, widen, overlay	01.7
Harlowton-North	Mar	US-191, widen, overlay	10.1
MacDonald Pass-E&W	Mar	US-12, ditch & underdrain repair (flood damage repair)	07.9
Roundup-East	Mar	US-12, inslope flattening, guardrail	0.18
Vaughn-Sun River Jct.	Mar	US-89/MT-200 overlay	07.5
Bainville-E & W	Apr	US-2, seal & cover	11.2
Florence-Missoula	Apr	US-93, seal & cover	18.2
Boyes-NW	Apr	US-212, seal & cover	09.7
Ringling-E & W*	Apr	US-89, seal & cover	03.5
White Sulphur S-S*	Apr	US-89, seal & cover	03.3
<b>Secondary Projects</b>			
Sidney-East +	Mar	MT-43, overlay	02.5
Sidney-North +		MT-16, overlay	15.4
Bynum Reservoir	Mar	Canal bridge, 14 miles NW of Choteau	----
Rosebud	Mar	MT-447, overlay, seal, cover	08.0
Helena-York	Mar	SR-280, Trout Creek Bridge, approaches	----
Kalispell	Apr	West Road-Batavia School, plant mix overlay	06.0
Billings-So	Apr	Mossmain-Lockwood Road, overlay, open-graded friction course, signing	03.6
Lodge Grass	Apr	Lodge Grass-South Road, widening, plant mix surfacing overlay	11.0
Lenep	Apr	RS-294, grade, drain, gravel, plant mix overlay, Lenep-E & W	04.7

\* # + tied for contract

## MAINTENANCE TRAINING PROGRAM

The Maintenance Division is completing the initial truck driver training program. The aim of this program is to increase the efficiency of the Maintenance Division by reducing down time and repair costs. Eventually every truck driver will take several of the courses.

Media presentations will include video training tapes as well as slide presentations. Slide presentations now in development include such topics as driver servicing of trucks and installation and removal of snowplows. The only video training tape completed demonstrates an asphalt recycling machine.

A training coordinator was selected in each field division. The trainer schedules the courses so that they do not interfere with any employee's primary job. Trainers for each field maintenance division are: Ray Webb, Billings; Stanley E. Jensen, Bozeman; Sylvan Donegan, Butte; Orville Seigle, Glendive; Boyd Wolverton, Great Falls; Paul V. Nicholson, Havre; Ronald Turnacliff, Kalispell; Glen Winkler, Le-

wistown; Gordon Gould, Miles City; Francis Ahern, Missoula; and Burk E. Taylor, Wolf Point.

The Class 19 truck review now nearing completion, which every truck driver is required to take, provides a study guide explaining the mechanical aspects and diesel variations of the unit, with a refresher on defensive driving for snowplow drivers. Instruction is followed by a group discussion lead by the trainer and individual check rides for each driver.

Maintenance Training Officer Roy Symons is now developing courses describing the operation and maintenance of various types of equipment including loaders, motor graders, asphalt distributors and crushers.

## First Aid From Your Freezer

Question: What drug can kill pain almost instantly, help prevent infection, help control bleeding, is usually available in your home and costs almost nothing?

(Continued from page 4)



## Program Development Division Outlined

Most of the functions of the new Program Development Division are presently handled within the Engineering Division. The nucleus consists of the present Planning and Research Bureau and the portion of the present Project Control Unit which deals with fund balances and fund programming.

The functions which are currently assigned to each bureau may be altered slightly when the new division administrator sets the final organization structure. The proposed structure assigns urban and regional studies, statewide planning systems, highway needs appraisals, community transportation planning, secondary roads coordination, sufficiency ratings, traffic surveys, road inventory and mapping, traffic analysis and speed monitoring truck weight studies, and annual statistics to the Planning and Statistics Bureau. The Project Analysis Bureau will handle fiscal programming, highway needs studies, benefit-cost studies, project prioritization/selection, the pavement management program and the bridge management program.

Major objectives of the new Program Development Division will include:

1. Re-establishing public confidence in our construction schedule by matching the construction program to the amount of money available.
2. Combining and emphasizing the local government liaison and planning functions.
3. Separating the fiscal planning function from the project status function (this latter activity will remain as an important control mechanism in the Engineering Division and will be called the "Project Management" function).
4. Implementing a pavement management program.
5. Applying modern planning techniques to all aspects of the conception, construction and management of Montana's highways.

The position for administrator of the new division has been posted. The new division administrator should be selected and the principal organization and staffing decisions for the new division should be made prior to July 1, 1982.

## AFFIRMATIVE ACTION PLAN AVAILABLE!

Anyone who would like a copy of the 1981-82 Affirmative Action Plan contact the Civil Rights Unit at 449-4723. Although the plan has been distributed to holders of the MOM Manual, all supervisors should have a copy as a handy reference of the department's Equal Employment Opportunity goals.



From left to right: Larry Parsons, Doug Lutke, Bonnie Watt, Bob Lohr, Ray Peterson, Gary Moore, Joe Hauble.

## SALTESE SECTION IS FIRST!

The Saltese Section, Missoula Division has done it! They have hired a female truck driver for temporary snow removal. Bonnie Watt, formerly a survey aide with the Missoula Construction Division was hired on temporarily in the Missoula Maintenance Division, along with several other laid off construction workers.

For the past two years the DOH has been talking about hiring women for non-traditional jobs in the Maintenance Division. Someone had to take the initial step in the process and that someone was Bill Bethel, Sectionman of the Saltese Section.

Even in times of the two-income family, it is important for women to be given the opportunity to perform non-traditional higher paying jobs rather than always being resigned to office work with no alternatives and lower paying salaries.

Some of the comments Bonnie's co-workers made follow.

Bill Bethel, Sectionman: "I'm just tickled pink the way it worked out. I'm glad we tried it, and I'd be less than honest if I said I didn't have any reservations when we thought about hiring females."

Bob Lohr, Truck Driver U5T: "Bonnie holds up her end on everything and doesn't back up from nothin'."

Jack Simons, Operator "I'm glad we tried hiring women, however, I've got some reservations about physical strength."

Other Crew Members: No difference—she does her work as any other crew member. Some said they'd rather work with her because she did more work.

Guy Hembree, Maintenance Superintendent: "At the time we hired Bonnie, we had been asked by the Helena office to give first

priority for temporary winter help to the engineers that had been laid off. I had some reservations at first, putting a female in a very hazardous spot (Lookout Pass). Bonnie has done an excellent job for the Department this winter in our Maintenance Section at Saltese. She has been very eager to learn all aspects of the Maintenance program and I would certainly not have any reservations about hiring women for maintenance work in the future.

Bonnie said the most exciting part of the job was the blizzards, "the shift goes by fast because you are concentrating on the plowing, sanding and looking for disabled vehicles." She said she has never before received so much support from her co-workers. Bonnie feels she's had the opportunity to learn and perform new skills. She really enjoys working with the crew.

The hiring of females into non-traditional maintenance jobs is in accordance with the Department's Affirmative Action goal of filling 20% of the existing vacancies in Truck Driver SST Positions with females. This goal was approved by Don Gruel, Administrator, Maintenance Division, and incorporated into the performance appraisal system.

Congratulations, Saltese section!

## Retirements

Recent retirees include: William J. Hebert, Kalispell, Chief, Field Maintenance Bureau, 41 years, 5 months; William F. Woolston, Billings, Chief, Field Maintenance Bureau, 38 years; Hoo Kai Lui, Helena, Civil Engineer III, 26 years; John D. Dietrich, East Helena, Administrative Asst., Motor Pool & Equipment, 19 years, 5 months; Arthur J. Olson, Butte, GVW Officer I, 10 years, 8 months.

## Training Program: Policy Coming Soon

The aim of the new Department of Highways training program is to increase efficiency, improve job performance, reduce accidents and injuries and encourage the general satisfaction of the employee on the job. Some training will be mandatory and will be designed to improve employee performance, other training will assist employees in their career field.

The training policy will be issued this spring, and is intended as an addendum to the Montana Operations Manual.

From now on career planning will be an integral part of each employee's performance appraisal evaluation. Employees can prepare for the evaluation by assessing their strengths and weaknesses and by being prepared to take positive steps to improve their value to the department while enhancing their own personal development.

The following training priorities describe the emphasis and direction of the training program.

1. Job-related training for employees underfilling positions where training can hasten the movement toward full performance.
2. Job-related training which will enhance the performance, personal development, and possible promotability of employees already performing capably in their present career field.
3. Training designed to enable employees to move into other career areas within the department, in accordance with the department's Affirmative Action Plan.
4. Job-related training in cases where minimum qualifications of employees are inadequate for the job classification presently assigned and where training is the preferred solution.
5. Job-related training for employees to enable them to maintain their professional status.

The policy divides training programs into sections dealing with mandatory training, on-the-job training, and both internal and external training with pay.

The employee development refund program is explained and educational leave regulations are laid out. Other sections detail the administrative process of budgeting, application and approval.

It is the sole responsibility of the Safety and Training Bureau to establish and administer the training programs. The Bureau is available to assist to all employees in planning their career development. If there are any questions, please contact Robert McTaggart, Training Officer, Ext. 5655.

## Maintenance and Equipment Division

Part of the total Department reorganization entails combining the present Motor Pool and Equipment Division with the Maintenance Division. The new Division structure will be comprised of three Bureaus--a Maintenance Management Bureau, a Support Services Bureau, and the Equipment Bureau--with management being handled by a Division Administrator and three Bureau Chiefs.

Both the maintenance and equipment functions are presently supervised by a Field Maintenance Chief, and that will continue to be the case. Under the total reorganization plan, the Field Maintenance Chief will answer directly to the appropriate District Engineer instead of the Maintenance Division Administrator.

Because the maintenance and equipment functions are already under the supervision of the Maintenance Chief, you will see little effect of the combination of the two Divisions at the field level. Under total reorganization, the District Engineer will have the authority to move equipment and work forces within his District as necessary within established policy. This flexibility should provide cost savings and more efficiency in both equipment and maintenance management.

Functions that will be the responsibility of the three Maintenance Division Bureaus follow.

The Maintenance Management Bureau Chief will monitor and evaluate field maintenance, provide technical assistance to field maintenance, collect and analyze maintenance management information, develop maintenance policies, develop and monitor the maintenance budget, oversee communications and manage emergency and civil defense.

The Support Services Bureau Chief will oversee purchasing; building maintenance; inventory control; revolving fund rates, claims, financial records and payroll.

The Equipment Bureau Chief will monitor and evaluate equipment management in the field, develop policy on equipment purchasing and maintenance, allocate equipment on a statewide basis, manage Helena shop, manage state motor pool, and budget for equipment purchase and replacement.

The new Maintenance Division Administrator will begin finalizing the details of the organization when he comes on board. It is expected that the actual reorganization will become functional by July 1, 1982.

## First Aid (Continued from page 1)

Answer: Simple—an ice cube!

Ice is a powerful anesthetic that is used for minor surgeries while patients are awake. Usually the patient experiences no aftereffects or drowsiness.

Before an immunization or other shot, place an ice cube on the area for about 15 seconds, dry with a tissue, swab with alcohol and inject the needle while the spot is still numb.

For a sliver in a sensitive fingertip, apply an ice cube to fingertip until it is numbed. The

sliver can then be lifted out painlessly with a needle sterilized in a match flame.

Cool a burned finger in ice water or apply ice directly to the burn until sting is relieved. There will be very little swelling and blisters are less apt to appear, consequently healing will occur more rapidly.

Feeling faint from the hot summer sun—try rubbing an ice cube across arms, forehead, and back of neck. The response is dramatic.

Ice stops bleeding—not only visible but bleeding under the skin from a bruise. The black and blue discolorations is caused by leakage of blood from blood vessels. Ice constricts the vessels, so there is less leakage before clotting takes place. This results in less discoloration, swelling, tissue damage, and pain.

Ice helps prevent infection because cold keeps germs dormant. An ice cube applied to a wound until treated by a doctor will lessen the chance of infection.

Ice can be safely applied to any part of the body. It does not freeze, but refrigerates the tissue to between one-half to five degrees above freezing.

DO NOT ADD SALT TO ICE. That can cause frostbite. The ice cube will work effectively and safely by itself.



## GVW Violations

In December, January and February, 56 overweight citations were issued for a total due of \$30,610. There were 38 citations issued for between 10,000 and 15,000 lbs. and 10 for between 15,000 and 20,000 lbs. overweight. Eight of these violations were made by Missoula Carriage, Missoula, totaling \$1,285.

Receiving citations for between 20,000 and 30,000 lbs. were Rick Wolfe, Billings; Getter Trucking, Williston; Dick Irwin Transport, Power; Borshum Crane, Williston; and Mid State Transport, Miles City. Cited for overweight in excess of 30,000 lbs. were Gray Rock Trucking, Anaconda (two citations), and John Bracy, Lavina.

1,000 copies of this newsletter were produced at a cost of \$.07 each.

Rae Childs: Public Information Officer, Editor

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